



Department of Housing and Community Development DHCD (DB)

MISSION

The mission of the Department of Housing and Community Development (DHCD) is to create and preserve opportunities for affordable housing and economic development, and revitalize underserved communities in the District of Columbia.

SUMMARY OF SERVICES

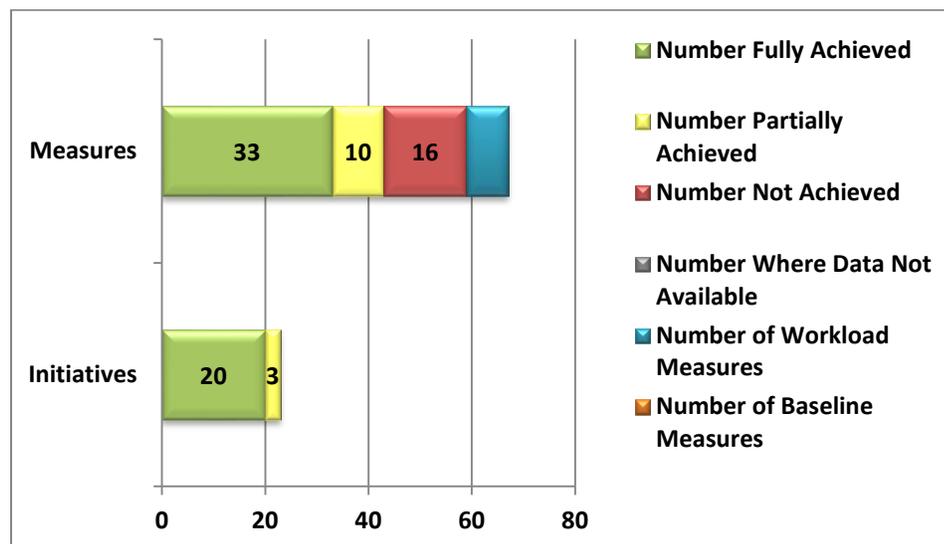
DHCD's fundamental activities consist of financial operations, administration of regulations and support of the independent Rental Housing Commission. The three strategic investments that DHCD focuses on are maintaining and increasing the supply of quality affordable housing, increasing homeownership opportunities and revitalizing neighborhoods. DHCD creates and preserves affordable housing in DC by providing low-cost gap financing and other subsidies for residential rehabilitation and construction projects. The agency funds single and multi-family projects as well as both rental and homeownership units. DHCD also finances community facilities and acquires and disposes of vacant and abandoned properties to stabilize neighborhoods and provide new homeownership and economic opportunities. The agency's residential and community services include homeownership assistance programs, housing counseling, storefront façade improvement, and small business technical assistance programs, which are provided by community-based organizations throughout DC. In addition, DHCD administers the rental housing regulations that govern condominium and cooperative conversions, rent control, inclusionary zoning, and affordable dwelling unit programs. The Affordable Housing Locator is also a service of DHCD and is available online at dchousingsearch.org. All of these programs and services can be accessed through DHCD's Housing Resource Center located in Ward 8.

ACCOMPLISHMENTS

- ✓ Despite challenging times DHCD funded 1,885 total units of affordable housing in FY2011, which is slightly higher than initially projected. This number includes units financed for acquisition, rehabilitation and new construction, as well as lead remediation and home purchase assistance units. **[Job Creation]**
- ✓ DHCD applied for and secured \$8,000,000 from the US Department of Housing and Urban Development through their Neighborhood Stabilization Program (Round Three) and from the HUD Office of Sustainable Housing and Communities under the Community Challenge Grant initiative. **[Fiscal Stability and Job Creation]**
- ✓ DHCD, through its Single Family Residential Rehabilitation Program, assisted more than thirty homeowners who experienced flooded basements, mold, cracked walls and ceilings as a result of hurricane and earthquake activity experienced in the District.



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Housing Regulation Administration

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing

 **INITIATIVE 1.1: Implement a Case Management Tracking System and Conduct First Lottery for Inclusionary Zoning**

DHCD has a Memorandum of Understanding (MOU) in place with the Office of the Chief Technology Officer (OCTO) to implement the Case Management Tracking System. The agency is currently mapping the specific processes for the Housing Regulation Administration that will be included in the application. The first Inclusionary Zoning lottery, for two units on Georgia Avenue in Ward 4, was conducted in June 2011.

 **INITIATIVE 1.2: Conduct a Rent Control Study**

DHCD conducted a comprehensive study of rental units in the District that are subject to rent control. The formal report, “*A Rent Control Report for the District of Columbia*,” was released publicly in June 2011. DHCD held a press event to announce the release of the report. The report included a ward-by-ward analysis of the total number of rental units and the number of units subject to rent control, studies of the number of units in rent-controlled properties, the types of owners for rent-controlled properties and the number of properties owned by the same entity.

OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities

 **INITIATIVE 2.1: Expand and Enhance Housing Provider Ombudsman Education Series**

In FY2011, DHCD hired a permanent Housing Provider Ombudsman. The agency has expanded the Education Series for both the Housing Provider Ombudsman and HRA in general and included an enhanced focus on providing interagency-coordinated trainings.

Rental Housing Commission

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

 **INITIATIVE 1.1: Create Standard Operating Procedures Manual.**

The Rental Housing Commission has created standard operating procedures relating to internal operations. This guide will be used to both educate new commissioners and outline internal processes. The Rental Housing Commission was not in operation until February 2011. At this time, there was only one sitting Commissioner. The Commission did not have its full complement of Commissioners until August 2011. The delay in approving Commissioners was an impediment to the completion of this task.

 **INITIATIVE 1.2: Implement Process to Streamline Case Resolution.**

The Rental Housing Commission is working to address challenges related to case resolution. The Rental Housing Commission was not in operation until February 2011. At this time, there was only one sitting Commissioner. The Commission did not have its full complement of Commissioners



until August 2011. The delay in approving Commissioners was an impediment to the completion of this task.

Development Finance Division

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Implement Tiered Target Area Investment Strategy.**

DHCD has begun to implement a tiered target area investment strategy, as identified in the FY2011-FY2015 Five-Year Consolidated Plan. Tier One focuses on projects in Wards 5, 7 & 8 that compliment DHCD Livability Principles. Of the 21 projects funded in FY2011, 15 were in Wards 5, 7 and 8. This investment of \$22.8 million will yield 701 affordable housing units. Further, under Tier Two (high priority projects where coordination with other District agencies is developed), DHCD continued its partnership with the Department of Mental Health in FY2011 to provide housing units for DMH clients. In FY2011, DHCD funded three DMH projects, yielding 220 units and representing an investment of \$1.7 million. Many of the projects in Wards 5, 7 and 8 align with Tier Three, focus on areas of general poverty. Moving forward, DHCD will continue to see projects that align with Tier Four, distributing mixed-income housing more equitable across the city.

● **INITIATIVE 1.2: Reduce Loan Delinquency and Increase Collections (Joint Initiative with PAMD).**

Over the past several years, DHCD has been working diligently to improve monitoring of its loan portfolio. In FY2011, DHCD increased the number of loans in good standing by 5%. Further, DHCD decreased the percentage of loans more than 30 calendar days delinquent by approximately .25%. The Department continues to conduct risk ratings, which give an indication of the risk of the developer based on prior performance (or lack thereof) and financials. However, given that audits are received during the second quarter of each year, risk ratings will typically be completed in the following fiscal year.

OBJECTIVE 2: Increase Homeownership Opportunities.

● **INITIATIVE 2.1: Execute First Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with RCSD and PADD).**

DHCD used NSP2 funding to support the Department's Ivy City Special Demonstration Project, which will provide 58 units of affordable homeownership housing and could potentially double the homeownership rate in Ivy City. DHCD used NSP2 funding to leverage a land investment of approximately \$1 million, along with funding from the first and third NSP round, HOME and Unified Fund monies, to transform this community.

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

● **INITIATIVE 3.1: Commit or Expend Awarded American Recovery and Reinvestment Act of 2009 (ARRA) Funds and Housing and Economic Recovery Act of 2008 (HERA) Funds.**

DHCD received funding under HERA and ARRA. Ensuring the monitoring and reporting of HERA and ARRA funds is a DHCD priority. Funds are monitored and reported on a monthly and quarterly basis. DHCD has met all spending and reporting requirements.

Residential and Community Services Division

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Execute Second Year of Three-Year ARRA Lead Hazard Reduction Demonstration Grant.**



In May 2009, the US Department of Housing and Urban Development (HUD) awarded DHCD \$2.6 million in funding for lead hazard reduction under ARRA. Under the Lead Safe Washington Program (LSW), residents receive funding to identify and control lead-based paint hazards in eligible single and multi-family dwellings. DHCD combined this funding with local funds. DHCD's goal was to address the lead-based paint and lead dust hazards in housing in order to create a lead-safe environment for 170 housing units by the end of FY2012. As of February 2012, DHCD has completed 169 units and will surpass its goals for this program.

OBJECTIVE 2: Increase Homeownership Opportunities.

● **INITIATIVE 2.1: Expand Use of FHA Insured 203(k) Streamlined Loans (203(k) Loans) in Conjunction with the Home Purchase Assistance Program (HPAP).**

DHCD implemented the Home Purchase Rehabilitation Pilot Program in October 2010, which allows HPAP buyers to use FHA's Streamline 203(k) loan program in conjunction with HPAP. This program provides HPAP buyers with an opportunity to purchase homes, which could be formerly vacant or foreclosed homes that require repairs. Utilization of the program was slow during its first year as the Department only served 6 buyers. DHCD plans to work with the network of Community Based Organizations to ensure buyers are aware of this program in its second implementation year.

● **INITIATIVE 2.2: Execute First Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with DFD and PADD).**

DHCD used NSP2 funding for a temporary *Home Purchase Assistance Program Enhancement* that increased the assistance levels up to \$77,000 if buyers purchase in three targeted areas: Deanwood in Ward 7, Ivy City/Trinidad in Ward 5, and Historic Anacostia in Ward 8. DHCD provided 48 loans under this program and has expended all available funds. The Department plans to continue to fund this program using funding available under NSP3.

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

● **INITIATIVE 3.1: Complete Overhaul of the Storefront Façade Development Process.**

In FY2010, DHCD enhanced the overall effectiveness of the Storefront Façade Development program by streamlining the development process. In FY2011, DHCD continued this effort. The Department researched best practices in storefront façade development by researching similar programs in Boston and Seattle. In addition, DHCD worked to expand the program in FY2011 by adding a focus on corner stores, which can improve the appearance and safety of corners located in the interior of a neighborhood. Proposed project areas for corner store projects must: 1) include buildings facing at least two intersecting streets; 2) include buildings with commercial uses on the ground floor; and 3) be part of a neglected commercial corridor which serves a low and moderate income residential area. DHCD will continue to seek ways to improve the program.

Property Acquisition and Disposition Division

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Execute First Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with DFD and RCSD).**

DHCD used NSP2 funding to support the Department's Ivy City Special Demonstration Project, which will provide 58 units of affordable homeownership housing and could potentially double the homeownership rate in Ivy City. DHCD used NSP2 funding to leverage a land investment of approximately \$1 million, along with funding from the first and third NSP round, HOME and



Unified Fund monies, to transform this community.

OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

● **INITIATIVE 2.1: Complete Three-Year Effort to Recapture Properties from Non-Performing Developers.**

DHCD is still working diligently to recapture properties from non-performing developers. There are currently five properties where the Department is focusing its efforts. DHCD is in the midst of negotiations with the developers, attempting to recapture the properties through friendly means rather than through litigation.

● **INITIATIVE 2.2: Implement the Turnkey Residential Development Initiative.**

DHCD implemented the Turnkey program in FY2011, where DHCD works to speed up development by rehabilitating single family properties in its portfolio and making them available for sale. The first Turnkey home, located at 514 3rd Street NE in Ward 6, recently sold. The Turnkey Initiative is a flexible program that can generate revenue through the development and sale of market rate housing, as well as develop affordable single family scattered homes. All revenue from the sales of these homes will return to the District's local funding and assist in continuing the program.

● **INITIATIVE 2.3: Acquire Vacant Commercial Property in Historic Anacostia.**

DHCD has been working to acquire vacant commercial property in Historic Anacostia, but was not successful in these efforts during FY2011. DHCD had several deals in place that fell through. The Department is currently seeking to acquire two properties via tax foreclosure, and hopes to have success with these and other properties in FY2012.

Program Monitoring Division

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Ensure ARRA Funds are Monitored and Reported.**

DHCD received approximately \$70 million in ARRA funds through multiple competitive and formula grant and tax credit programs for affordable housing, including the Neighborhood Stabilization Program (NSP); Section 1602 Grants in Lieu of Low Income Housing Tax Credit Program; Tax Credit Assistance Program (TCAP); Homelessness Prevention and Rapid Re-housing Program (HPRP); Community Development Block Grant-Recovery (CDBG-R) Program and Lead Hazard Reduction Demonstration Grants. Ensuring the monitoring and reporting of ARRA funds is a DHCD priority. ARRA funds are monitored and reported on a monthly and quarterly basis. DHCD has met all spending and reporting requirements.

OBJECTIVE 2: Increase Home Ownership Opportunities.

● **INITIATIVE 2.1: Hold Annual Fair Housing Symposium and Conduct Analysis of Impediments to Fair Housing Choice (AI).**

DHCD held the 10th Annual Fair Housing Symposium on April 28, 2011. Approximately 150 community members, industry leaders and advocates attended the event. DHCD also worked with a contractor to complete the Analysis of Impediments to Fair Housing Choice, which looks at regulations, legislation, and practices throughout the District that could directly or indirectly impact a person's choice of where they want to live. The report will be completed and released publicly in Spring 2012.



OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

● **INITIATIVE 3.1: Increase Compliance of Section 3 Program.**

The Section 3 program requires contractors that receive federal funding to provide jobs and other economic opportunities to low- and very low-income persons. DHCD certifies businesses that employ low-income persons or are owned by low-income persons, which helps contractor fulfill Section 3 obligations. DHCD has been certifying Section 3 businesses since 2009 and currently has certified more than 50 businesses with 37 active businesses currently on our registry.

Portfolio and Asset Management Division

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Enhance Monitoring the Portfolio of District of Columbia Low Income Housing Tax Credits (LIHTC).**

DHCD has increased its monitoring of LIHTC projects. Multi-family developers received letters requesting financing information, which is then reviewed by the asset management team. Insurance information is monitored by the servicer of Department loans. The agency continues to implement processes that will make monitoring more concise.

● **INITIATIVE 1.2: Reduce Loan Delinquency and Increase Collections (Joint Initiative with DFD).**

Over the past several years, DHCD has been working diligently to improve monitoring of its loan portfolio. In FY2011, DHCD increased the number of loans in good standing by 5%. Further, DHCD decreased the percentage of loans more than 30 calendar days delinquent by approximately .25%. The Department continues to conduct risk ratings, which give an indication of the risk of the developer based on prior performance (or lack thereof) and financials. However, given that audits are received during the second quarter of each year, risk ratings will typically be completed in the following fiscal year.

Office of the Director

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

● **INITIATIVE 1.1: Execute the First Year of DHCD's New Five-Year Consolidated Plan.**

DHCD successfully implemented the first year of the FY2011-FY2015 Five-Year Consolidation Plan. DHCD preserved or produced a total of 1,885 housing units in FY2011, which includes special needs housing, homeownership units, rehabilitated units, new construction units and other programs. The theme of the plan is "Sustainable City, Complete Neighborhoods." DHCD uses this plan and the Six Livability Principles (provide more transportation choices, promote equitable affordable housing, enhance economic competitiveness, support existing communities, coordinate polices and leverage investment, and value communities and neighborhoods) as the roadmap for all of its activities.

OBJECTIVE 2: Increase Homeownership Opportunities.

● **INITIATIVE 2.1: Implement the Multi-family Tax Abatement Program.**

Due to limited staff and financial resources, the Multi-family Tax Abatement Program has not been implemented and is currently tabled.

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

● **INITIATIVE 3.1: Meet Accountability and Transparency Requirements of the American Recovery and Reinvestment Act of 2009 (ARRA).**



DHCD received approximately \$70 million in ARRA funds through multiple competitive and formula grant and tax credit programs for affordable housing, including the Neighborhood Stabilization Program (NSP); Section 1602 Grants in Lieu of Low Income Housing Tax Credit Program; Tax Credit Assistance Program (TCAP); Homelessness Prevention and Rapid Re-housing Program (HPRP); Community Development Block Grant-Recovery (CDBG-R) Program and Lead Hazard Reduction Demonstration Grants. Ensuring the accountability, monitoring and reporting of ARRA funds is a DHCD priority. ARRA funds are monitored and reported on a monthly and quarterly basis. DHCD has met all spending and reporting requirements.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Workload measurement

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Office of the Director								
●	1.1	% of Subgrantee Budget Spent on Programmatic Costs (Grant Performance Measure)	65%	65%		65%	100%	AGENCY FINANCIAL OPERATIONS
●	1.2	% of Scheduled Monitoring Reports as Defined in Agency Monitoring Plan Completed for each Grant Award (Grant Performance Measure)	100%	100%		100%	100%	PROGRAM MONITORING DIVISION
Housing Regulations								
●	1.1	Percent of orders issued on voluntary agreement petitions within 45 days	88.89%	90%		100%	111.11%	HOUSING REGULATION ADMINISTRATION
●	1.2	Percent of orders issued on hardship petitions within 90 calendar days of receipt	10%	90%		100%	111.11%	HOUSING REGULATION ADMINISTRATION
●	1.3	Percent of condo registration applications processed within 60 days	83.61%	98%		91.30%	93.17%	HOUSING REGULATION ADMINISTRATION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.4	Percent of structural defect warranty claim notices of funding processed within 60 days	53.85%	95%		44.44%	46.78%	HOUSING REGULATION ADMINISTRATION
●	1.5	Percent of complete housing assistance payment requests processed within 30 days	100%	95%			0%	HOUSING REGULATION ADMINISTRATION
●	1.6	Number of inclusionary zoning units built	0	0		0	0%	HOUSING REGULATION ADMINISTRATION
●	1.7	Percent of lotteries conducted for inclusionary units within 17 calendar days of receiving notice of availability	N/A	95%	100%	100%	100%	HOUSING REGULATION ADMINISTRATION
●	1.8	Number of Customers who Utilize Housing Resource Center Services (HRA Agency Workload Measure)	6,390	5,500	6399	6,308	98.72%	HOUSING REGULATION ADMINISTRATION
Rental Housing Commission								
●	1.1	Number of appeals disposed	0	31		19	61.29%	RENTAL HOUSING COMMISSION
●	1.2	Number of appeals cases greater than 3 years old	9	18		71	25.35%	RENTAL HOUSING COMMISSION
●	1.3	Percent of cases processed under 6 weeks (from date of commencement)	100%	55%		52.63%	95.69%	RENTAL HOUSING COMMISSION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.4	Average amount of time (months) from receipt of case to assignment	0	3		N/A		RENTAL HOUSING COMMISSION
●	1.5	Percent of hearings scheduled within 30 day requirement	100%	100%		100%	100%	RENTAL HOUSING COMMISSION
●	1.6	Average # of calendar days between receipt of case and final decision	0	91		N/A		RENTAL HOUSING COMMISSION
●	1.7	Number of Cases Received (RHC Agency Workload Measure)	16	16		27	59.26%	RENTAL HOUSING COMMISSION
Development Finance Division								
●	1.1	Percent of District owners spending greater than 30% of income on monthly housing costs	34.01%	35%		N/A		DEVELOPMENT FINANCE DIVISION
●	1.2	Percent of District Renters spending greater than 30% of income on housing costs	47.86%	45%		N/A		DEVELOPMENT FINANCE DIVISION
●	1.3	Total affordable housing units funded (new and rehab)	1,416	900		846	94%	DEVELOPMENT FINANCE DIVISION
●	1.4	Total special needs housing units funded (elderly, disabled, and homeless units)	420	150		251	167.33%	DEVELOPMENT FINANCE DIVISION
●	1.5	Total affordable housing units rehabilitated	915	200		300	150%	DEVELOPMENT FINANCE DIVISION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.6	Total affordable housing units preserved (via loan structuring, technical assistance, etc.)	503	200		122	61%	DEVELOPMENT FINANCE DIVISION
●	1.7	Number of New Low-Moderate Income Housing Units Completed per \$100,000 of Public Financial Assistance (Industry Standard Measure)	1.65	1.4		1.5	107.14%	DEVELOPMENT FINANCE DIVISION
●	1.8	Number of Applications for Financial Assistance (DFD Agency Workload Measure)	38	40		40	100%	DEVELOPMENT FINANCE DIVISION
●	2.1	Total new homeownership units funded	210	80		223	278.75%	DEVELOPMENT FINANCE DIVISION
●	2.2	Total First Right Purchase Assistance Program (tenant purchase) units funded - FRP New and Rehab Units	340	100		241	241%	DEVELOPMENT FINANCE DIVISION
●	3.1	Percent of affordable housing developments competitively evaluated and advancing to underwriting in the respective FY, that are highly sustainable and meet the Green Communities Criteria	85.71%	100%		N/A		DEVELOPMENT FINANCE DIVISION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
Residential and Community Services								
●	1.1	Total affordable housing units funded	528	425		506	119.06 %	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	1.2	Total Single Family Rehab units funded	50	75		124	165.33 %	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	1.3	Total Lead Multifamily units funded	35	65		137	210.77 %	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	1.4	Total Residential Rehab special needs (elderly, disabled and homeless) units funded	34	15		73	486.67 %	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	1.5	Number of Elevated Blood Level cases in the District (Industry Standard Measure)	89	40		43	93.02%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	1.6	Number of HPAP Applications (RCSD Agency Workload Measure)	623	600		554	92.33%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	2.1	Number of first time homebuyers funded by Home Purchase Assistance Program (HPAP)	362	400		223	55.75%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	2.2	Total HPAP special needs (elderly, disabled and homeless) units funded	9	10		7	70%	RESIDENTIAL AND COMMUNITY SERVICE DIV



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	2.3	Number of District employee homebuyers funded by EHAP	98	80		75	93.75%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	2.4	Number of District employee homebuyers funded by NEAHP	8	25		20	80%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	3.1	Number of storefront facades improved	48	40		46	115%	RESIDENTIAL AND COMMUNITY SERVICE DIV
●	3.2	Average cost per facade unit funded	\$29,333	\$25,000		\$25,000	100%	RESIDENTIAL AND COMMUNITY SERVICE DIV
Property Acquisition and Deposition Division								
●	1.1	Number of properties acquired	37	25		11	44%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.2	Number of total properties acquired in targeted neighborhoods (Ivy City/Trinidad, Historic Anacostia, & Washington Highlands)	12	10		3	30%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.3	Number of properties recaptured from developers or transferees	17	10		52.63%	95.69%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.4	Number of properties for which disposition agreements were executed	30	55		28	50.91%	PROPERTY ACQUISITION & DISPOSITION DIV



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.5	Number of housing units rehabilitated through acquisition of abandoned properties	45	45		53	117.78 %	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.6	Number of affordable housing units created or rehabilitated through acquisition of abandoned properties	35	45		31	68.89%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.7	Average number of years of affordability for units created or rehabilitated through acquisition of abandoned properties	9	15		12	80%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.8	Number of properties investigated that result in rehabilitation by the owner	4	5		N/A		PROPERTY ACQUISITION & DISPOSITION DIV
●	1.9	Average cost per property of acquisitions	178,000	190,000		\$38,095	498.75%	PROPERTY ACQUISITION & DISPOSITION DIV
●	1.1	Number of Properties in PADD's Inventory (PADD Agency Workload Measure)	193	193		634	30.44%	PROPERTY ACQUISITION & DISPOSITION DIV



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
Program Monitoring Division								
●	1.1	Total number of grants projects reviewed	192	105		201	191.43%	PROGRAM MONITORING DIVISION
●	1.2	Percent of environmental reviews conducted within 45 days	73.63	80		87.10%	108.87%	PROGRAM MONITORING DIVISION
●	1.3	Percent of Fair Housing reviews completed within stated division timelines	100	98		100%	102.04%	PROGRAM MONITORING DIVISION
●	1.4	Number of eligible Community Housing Development Organizations recertified by fiscal year end	8	8		5	62.50%	PROGRAM MONITORING DIVISION
●	1.5	Number of required physical inspections and file reviews of units conducted annually for HOME and LIHTC properties	1200	1000		1032	103.20%	PROGRAM MONITORING DIVISION
●	1.6	Number of Internal and External Environmental Reviews Requested (PMD Agency Workload Measure)	175	175		201	114.86%	PROGRAM MONITORING DIVISION
●	3.1	Number of Section 3 Business Concerns Certified	12	10		14	140%	PROGRAM MONITORING DIVISION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	3.2	Number of Section 3 Jobs Created	83	15		73	253.33%	PROGRAM MONITORING DIVISION
Portfolio and Asset Management Division								
●	1.1	Number of loans in portfolio (PAMD Agency Workload Measure)	6483	6500		6859	105.52%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.2	Percent of all required financial reviews completed	100	50		12.36%	24.71%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.3	Percent of loans in good standing (e.g. current loans and payoffs, and 30 days or less delinquent)	90.2	92		94.47%	102.68%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.4	Percent increase in number of loans in good standing from previous quarter	3.8	4.37		94.28	2157.44%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.5	Percent of loans more than 30 calendar days delinquent	2.28	1.91		2.76%	69.28%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.6	Percent of loans in default	5.57	12		4.24%	283.24%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.7	Number of loans moved from delinquent to correct status	52	60		62	103.33%	PORTFOLIO AND ASSET MANAGEMENT DIVISION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.8	Percent of financial reports collected from existing borrowers	1.5	2		12.36%	617.86%	PORTFOLIO AND ASSET MANAGEMENT DIVISION
●	1.9	Percent of multifamily loans risk rated	31.14%	50%		7.79%	15.57%	PORTFOLIO AND ASSET MANAGEMENT DIVISION